

# **REPORT OF THE IOSEA STRATEGIC PLANNING MEETING**

**13-14 February 2009**

**Brisbane, Australia**



## **1. BACKGROUND**

The Fifth Meeting of the Signatory States, held in Bali in August 2008, endorsed a meeting to consider the future direction of the IOSEA Marine Turtle Memorandum of Understanding, and the IOSEA Secretariat secured funds from the Convention on Migratory Species (CMS) to support such a meeting. Subsequently, the Secretariat invited participants from a range of disciplines and areas of geographic interest to attend a preliminary strategic planning meeting in Brisbane, Australia, on 13-14 February 2009. The timing and venue were selected to take advantage of the attendance of many invitees at the International Sea Turtle Symposium being held in Brisbane in the following week. A list of invitees and participants is provided in Annex 1.

## **2. PROCESS**

Prior to the meeting the Secretariat sought input from invited participants on their perception of the achievements, the challenges and the priorities of the IOSEA MoU. The input received is included in Annex 2. These contributions provided a basis for discussion of these issues in the meeting which was broadly structured as follows:

- Overview of strategic planning
- Consideration of the objectives and scope of the meeting
- Discussion of the current position of the IOSEA MoU:
  - the strategic operating environment
  - achievements
  - challenges
- Consideration of the strategic intent of the organisation:
  - Where should the IOSEA MoU aim to be at the end of the planning period?
  - Alignment and review of the identified challenges with this vision
- Identification of specific actions to address the challenges and achieve the strategic intent

## **3. STRATEGIC PLANNING**

The meeting reviewed the key elements of strategic planning in order to identify how the meeting would contribute to the development of a more strategic approach by the organisation. Key strategic planning concepts are outlined in Slides 2-7 of the presentation attached as Annex 3. Importantly, participants agreed that the objective of the IOSEA MoU

constituted an appropriate Mission Statement for the organisation, namely: “to protect, conserve, replenish and recover marine turtles and their habitats, based on the best scientific evidence, taking into account the environmental, socio-economic and cultural characteristics of the signatory States.”

#### **4. OBJECTIVES AND SCOPE**

The objectives of the meeting were to:

- review the progress of the IOSEA MoU to date;
- agree on an appropriate planning period within which to commence and, to the extent possible, complete certain activities related to achieving strategic goals;
- present a vision of where the MoU should be at the end of that period;
- identify the key goals for that time period; and
- propose actions that should be taken to achieve those goals.

These objectives comprise some, but not all, of the components of a strategic planning exercise. It was not the objective of the meeting to develop a Strategic Plan. Rather, the meeting was intended to provide guidance to the Signatory States on the key challenges facing the MoU and how those challenges might best be addressed in a defined planning horizon. This guidance could subsequently be used by the Signatory States as the basis for developing a Strategic Plan for the organisation.

After considerable discussion the participants agreed that a five year planning period was generally appropriate for the IOSEA, although certain tasks might require more or less time to come to fruition. In doing so, participants noted that detection of impacts of the MoU on turtle populations would require a significantly longer period, given the nature of turtle biology. However, most participants agreed that conservation of turtles was the long term objective of the MoU and that the planning period under consideration represented a discrete period of time that would allow progress against key goals -- established in pursuit of that overall objective -- to be monitored. Further, there was general agreement that a five year period would cover at least two cycles of the Signatory State meetings. As such, the time frame would be consistent with the requirements for evaluation and review of any strategic plan developed.

Participants recognised that the linkages among national, regional and international efforts were integral to the operation of the MoU. However, it was also acknowledged that many of the activities required to achieve regional conservation of turtle populations necessarily rest with national governments. As a result, it was agreed that the strategic planning exercise should focus on:

- what the IOSEA MoU can do in its own unique role as a multilateral body with the sole purpose of conservation and recovery of marine turtle populations and their habitats; and
- what the IOSEA MoU can do to support/facilitate efforts at other levels, particularly at the national level to achieve that goal.

As a result the strategic planning discussions were focused at the level of organisational operation rather than at the level of practical delivery of turtle conservation actions (See also Annex 3, slide 9).

## **5. THE STRATEGIC OPERATING ENVIRONMENT OF THE IOSEA**

Participants agreed that the key components of the IOSEA, as an entity or organisation, are:

- the Signatory States;
- sub-regional groupings of Signatory States;
- the Advisory Committee; and
- the Secretariat.

It was noted that the environment in which the IOSEA operates, and hence in which any strategic plan must be considered, is dynamic and unpredictable. The following elements of that environment were identified as influencing, positively or negatively, the capacity of the IOSEA to achieve its overarching objective:

- the Convention on Migratory Species and other conservation instruments;
- the IOSEA MoU and its integral Conservation and Management Plan;
- national and regional governance;
- economic, social, political and cultural diversity in the region and particularly the diversity in administrative, institutional and financial arrangements in place across the States in the region;
- the degree of coordination between relevant agencies and groups with an interest in turtle conservation within, and across, Signatory States;
- the level and continuity of funding and human resources available at different levels; and
- the availability of technological solutions to the issues that the IOSEA MoU is seeking to address.

## **6. IOSEA ACHIEVEMENTS**

Drawing on the input provided prior to the meeting (see Annex 2), the participants agreed that the IOSEA had made significant progress since its inception. Achievements identified by participants were categorised into four broad areas: Communication; Cooperation and Collaboration; Implementation of the Conservation and Management Plan (CMP); and Institutional accomplishments. These achievements are detailed in Annex 4.

It was noted that these achievements were a result of the strong platform provided by the MoU and the Conservation and Management Plan, the decisions by the Signatory States to introduce a range of effective initiatives at the national and regional level, as well as the effective operation of the Secretariat and the Advisory Committee. It was acknowledged that these proven institutional elements and initiatives would form part of any strategic plan.

## **7. WHERE SHOULD IOSEA BE IN 5 YEARS' TIME?**

Participants provided individual ideas on the progress that ideally would be achieved over the next five years. In doing so, they were encouraged to be realistic but not to be unduly constrained by the availability of financial and human resources and other impediments to progress. The outcomes of this 'vision' exercise are presented below (without ranking in any particular order).

### **Communication**

1. The contributions of individual Signatory States will have been recognised through global publicity to disseminate their achievements
2. Signatory States will have been stimulated to implement actions consistent with the CMP by raising the profile of the IOSEA with key players in the Signatory States (for example, Ministers and those with an influence on the level of funding for turtle research)
3. When people around the Indian Ocean and South-East Asia think of sea turtles, they will think of the IOSEA

### **Cooperation and collaboration**

1. There will have been a continued and quantifiable increase in active engagement with the IOSEA MoU by NGOs and other stakeholders
2. There will be formal, reciprocal arrangements in place between IOSEA and relevant Regional Fisheries Management Organisations (for example, concerning attendance at their respective meetings)

3. Potential linkages between the IOSEA and SAARC (South Asian Association for Regional Cooperation), PERSGA (Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden), and ROPME (Regional Organization for the Protection of the Marine Environment) will have been explored.
4. Linkages between the IOSEA and other relevant initiatives (e.g. seaturtle.org's web directory of information and people; the International Sea Turtle Symposium; and global and regional newsletters) will be strengthened
5. Alliances with other players (e.g. fisheries, tourism, and development-related industry) will be established in order to increase financial security, promote collaborative efficiency and further the objectives of the MoU
6. Expertise will be shared between IOSEA and other turtle instruments more regularly
7. Interaction between the IOSEA and other turtle instruments will be formalised through, for example, the formation of a joint committees and/or the holding of a joint meeting between the IOSEA and other turtle instruments every 5 years
8. Signatory States will effectively devote more time, energy and resources, both financial and human, to IOSEA activities
9. Productive inter-sessional activities will occur more regularly
10. Signatory States and the Advisory Committee will be working in harmony to address the most critical IOSEA-level conservation issues

### **Implementation of the Conservation and Management Plan**

1. The majority of Signatory States will have National Action Plans and effective national committees in place, with comprehensive representation
2. Regional species assessments will have been completed and will be subject to regular review
3. The capacity to provide training and transfer of knowledge and resources to Signatory States (especially biologists and managers on the ground) will have been improved through a strong capacity-building program
4. Advice on research and management priorities will be provided to Signatory States, through the Advisory Committee, to assure wise use of limited resources
5. The Advisory Committee will have the capacity to provide timely, data-rich responses to critical questions and needs of the Signatory States
6. The CMP will have been updated and reviewed to reflect current and potential threats

## **Institutional**

1. Financial resources will have been secured for a five year period
2. An endowment fund will have been established to ensure financial security of the organisation
3. Financial contributions from Signatory States and other sources will have increased
4. The Secretariat will be adequately staffed to fulfil its mandate and its success will not be dependent on one person
5. The Signatory States will contribute human resources to the Secretariat to bolster its capacity
6. All relevant States in the Region will be signatories to the IOSEA MoU and, in particular, Egypt, Malaysia, and Papua New Guinea will be signatories
7. All sub-regions will have some form of effective sub-regional coordination mechanism for interaction with the IOSEA
8. Inter-sessional meetings of sub-regional bodies will be held
9. The IOSEA database will be robust and subject to periodic review (quality control)
10. A status report on the impact of IOSEA on sea turtle species will be produced annually
11. The Online Reporting System will be widely used as a reliable indicator of implementation progress
12. There will be an increased emphasis on social sciences and policies in the development of turtle conservation initiatives

## **8. CHALLENGES**

Based on the input of participants on the challenges and priorities of the IOSEA (Annex 2), and consistent with the vision outlined above, an initial set of challenges was identified. These were subjected to a simple prioritisation process and the following 12 challenges were agreed by participants to be priorities for the IOSEA to address over the next five years.

### **Communication**

1. To raise the profile and awareness of IOSEA (e.g. among governments, other stakeholders) so that it is widely recognised as a unique, region-wide framework for collaboration

### **Institutional challenges**

2. To improve the effectiveness of National Authorities (Focal Points)

3. To improve the effectiveness of the Advisory Committee; and enhance its capacity to provide timely, data-rich responses to critical questions and needs of Signatory States
4. To improve the effectiveness of Signatory State inputs to, and communication at, IOSEA meetings; and enhance inter-sessional engagement of Signatory States

### **Cooperation and collaboration**

5. To secure the MoU's signature by the remaining States of the IOSEA region; and engage all States responsible for activities affecting marine turtles and their habitats in the region
6. To strengthen sub-regional cooperation and coordination among Signatory States, as well as across sub-regions
7. To promote enhanced reciprocal engagement, including information exchange, with nongovernmental stakeholders (e.g. NGOs, universities, user groups, other initiatives)
8. To strengthen interaction and synergy with other relevant intergovernmental initiatives, particularly turtle-specific instruments

### **Implementation of the Conservation and Management Plan**

9. To develop an IOSEA-level performance assessment framework (including measurable and meaningful goals and indicators through which to monitor progress)
10. To promote greater use of the CMP in prioritization and planning of national actions (including development of national action plans)

### **Resource-related challenges**

11. To address the limited availability, and lack of certainty, of resources for IOSEA-level operations
12. To mobilise sufficient resources for domestic implementation; and strengthen capacity (skills, institutions, governance, other initiatives) in Signatory States

## **9. DEVELOPING AN ACTION PLAN**

Participants began the development of an action plan to address the identified challenges. A number of actions were identified for each challenge and these are detailed in Annex 5. Discussion focused on identifying new initiatives and approaches to address challenges.

Existing IOSEA initiatives and structures that address these challenges are not specified, although participants acknowledge that they would be part of any strategic plan developed.

The time available to the meeting constrained the development of a full action plan. In particular:

- the challenges have not been articulated as goals to ensure that they are specific, measurable, achievable, relevant and time bound;
- a number of the actions are not specified as clearly as would be required for inclusion in a strategic plan;
- responsibility has not been identified for all of the actions; and
- time frames for achievement of the actions have not been specified.

## **10. USING THE OUTCOMES OF THE MEETING**

There was strong support for the development of a strategic plan amongst the participants at the meeting. As noted above, the outcomes presented in Annex 5 require further elaboration should a decision be made to develop a formal strategic plan. However, as currently presented, the outcomes provide strong guidance for the Signatory States for the purposes of prioritising the allocation of scarce resources and consideration of new approaches to challenges facing the IOSEA.

**PARTICIPANTS LIST****Attendees:**

Franco Alvarez	Department of the Environment, Water, Heritage and the Arts, Australia
Bundit Chokesanguan	SEAFDEC, Training Department, (IOSEA Advisory Committee)
BC Choudhury	Wildlife Institute of India, Endangered Species Management Department
Jack Frazier	Smithsonian Institution, Conservation & Research Center, National Zoo, USA (Chair, IOSEA Advisory Committee)
Alexis Gutierrez	National Marine Fisheries Service, USA (IOSEA Focal Point)
Mark Hamann (part-time)	James Cook University, School of Earth and Environmental Sciences, Australia (IOSEA Advisory Committee)
George Hughes	ex-IOSEA Advisory Committee, South Africa
Douglas Hykle	Coordinator, IOSEA Marine Turtle MOU Secretariat
Donna Kwan	Department of the Environment, Water, Heritage and the Arts, Australia (IOSEA Focal Point)
Colin Limpus (part-time)	Queensland Parks and Wildlife Service, Environmental Protection Agency, Australia (IOSEA Advisory Committee)
Jeff Miller	University of Central Arkansas (IOSEA Advisory Committee)
Ronel Nel	Nelson Mandela Metropolitan University, Department of Zoology, South Africa (Chair, WIO-Marine Turtle Task Force)
Kartik Shanker	Indian Institute of Science, Centre for Ecological Sciences, (IOSEA Advisory Committee)

**Email Input:**

Stephane Ciccione	Centre d'Etude et de découverte des tortues marines de la Réunion (Vice-Chair, WIO-Marine Turtle Task Force)
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**Invitees unable to participate:**

Andrew McNee	Department of the Environment, Water, Heritage and the Arts, Australia
Liz McLellan	WWF International
Jeanne Mortimer	ex-IOSEA Advisory Committee, Seychelles

<b>Facilitator</b>	Mary Lack, Shellack Pty Ltd
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## INPUT RECEIVED FROM PARTICIPANTS PRIOR TO THE MEETING

Perceived advances:	
<p>Stephane Ciccione</p> <p><i>(English translation of comments provided in French)</i></p>	<p>The work of the secretariat since the creation of the MoU is of very good quality. The website is very good (much more practical and user-friendly than the seaturtle.org website, for example). The monthly newsletter is practical and well-done.</p> <p>The maps are very good. The idea of compiling projects and projects is very good, but requires that the information be updated regularly; and that the Secretariat re-send standardised and simple information sheets regularly (each year) to the organisations concerned. Same is true for the flipper tags.</p> <p>The project [just initiated] for a bibliographic database is a good idea. The documents should be available in digital format. This will require time of everyone, and some financial support could be justified to facilitate everyone's work.</p> <p>The division into sub-regions is a good idea, given that the geographic coverage of IOSEA is so vast. Meetings could be organised along the following lines:</p> <ul style="list-style-type: none"> <li>- meeting of each sub-region in Year N</li> <li>- meeting of full IOSEA membership in Year N+1</li> </ul> <p>We should reflect on the frequency of these meetings, since more and more workshops and conferences are being organised, and it is impossible to follow all of them. Moreover, we must economise and reduce carbon emissions.</p>
<p>Alexis Gutierrez</p>	<p>IOSEA is an MoU that was signed by nations recognizing the need to protect a shared resource. Any strategic exercise should start at looking at the basis for why this MoU and Conservation and Management came into existence and then from there begin to assess where that need is being met. It seems that the MoU is very straightforward as to the basis -- the decline of six marine turtles and their habitats. If that is the origin, then how to do we address the decline. The Conservation and Management Plan describes clearly the "how." The on-line reporting facility and the corresponding evaluation of implementation provide us a way to measure whether the goals of the MoU are being met. This meeting gives an opportunity to have an in-depth discussion on what the gaps are and how to address them, using the synthesis of on-line reporting results as a basis for the discussion.</p> <p>Organisational advances:</p> <ol style="list-style-type: none"> <li>1. Rapid accession of range states</li> <li>2. Competent and proactive Secretariat</li> <li>3. Engagement of NGOs and governments</li> </ol> <p>Advancement to Address Sea Turtle Decline</p> <p>Greater awareness in the region via PSAs, brochures, websites and outreach to governments</p>
<p>Mark Hamann</p>	<p>Close to complete membership of nations</p> <p>The reporting system, database and mapping system is first class and easy to use</p> <p>Detailed Conservation &amp; Management Plan that underpins the MoU</p> <p>The website is an extremely useful resource for researchers, managers and students</p>

George Hughes	As far as the advances are concerned I would agree that those listed [by DH] are excellent but I think that you should add that IOSEA has provided a tremendous stimulus for sea turtle conservation in the region. (You may consider that this credit should go to CMS but I would disagree).
Douglas Hykle	<p>Near universal membership of Indian Ocean – SEA marine turtle Range States (with very few important exceptions);</p> <p>State-of-the-art reporting system to track strengths and weaknesses in implementation;</p> <p>Unprecedented window on the wide range of positive actions being taken around the region for the benefit of turtle conservation;</p> <p>Greater awareness of marine turtles and their conservation needs through a range of public awareness vehicles (Year of the Turtle, website, multilingual DVD etc)</p>
Ronel Nel	Nothing to add [to comments prepared by DH].
Jack Frazier	<p><b><u>Strengths</u></b> (not in any particular order)</p> <p>Has brought together a relatively large number of signatory states, over a large and diverse area</p> <p>State of the art reporting system that also provides means for evaluating information in national reports</p> <p>Has brought together diverse governmental and NGO representatives in meetings and inter-sessional work</p> <p>Excellent meeting preparations and documents</p> <p>Products and activities after meetings very effective in promoting greater awareness in turtle conservation (e.g., year of the turtle, video, calendar, etc. etc.)</p> <p>Highly informative website presents information from throughout the region and is updated monthly</p> <p>Accords with other instruments (e.g., Nairobi Convention) to enhance communication and collaboration between instruments</p> <p>Development of sub-regional responsibilities (e.g., Western Indian Ocean Marine Turtle Task Force)</p> <p>Secretariat with experience, competence, and motivation</p> <p>IOSEA serves as a model for other turtle and general MEAs</p>
Donna Kwan and Franco Alvarez	<p>Potential to facilitate information sharing, technical assistance and networking amongst range states</p> <p>Non-legally binding agreement provides signatory states flexibility to address national turtle conservation actions at own pace, capacity.</p> <p>Only body with turtle conservation at its core in the region.</p>

<b>Priorities:</b>	
Stephane Ciccione	Priority actions should focus on the preservation of habitats, and raising awareness among decision-makers and users of these habitats.
Alexis Gutierrez	<p>Organisational priorities</p> <ol style="list-style-type: none"> <li>1.) More consistent funding</li> <li>2.) Increase Secretariat staff</li> <li>3.) Increase government engagement</li> <li>4.) Secure the signing of the non-signatory states in the IOSEA region</li> </ol> <p>Priorities to Address Sea Turtle Decline</p> <ol style="list-style-type: none"> <li>1.) Identify actions that can only be taken by the IOSEA</li> <li>2.) Carryout an initiative that has immediate on the ground impact to improve sea turtle recovery in the IOSEA region.</li> </ol>
Mark Hamann	<p>Gaining membership of key regional nations – e.g. Malaysia &amp; Japan – plus those with key fishing interests in region (Korea) and nations outside region with fishing interests (e.g. Spain).</p> <p>Improving the accuracy of the data in the reporting system or at least developing some kind of review process to ensure best quality data is presented</p> <p>Seek funding to maintain the function of the MoU</p> <p>Encouraging States to seek input from NGOs/Universities etc for development of national reports</p> <p>Encouraging States to involve other agencies/departments/ministries within their governments (outside of the focal department) to strengthen turtle conservation</p> <p>Continue to maintain the website as it is a very useful resource</p> <p>Develop/maintain synergies with the Dugong MoU</p>

<p>George Hughes</p>	<p>To enrol all those non-signatory states irrespective of whether they are important or not.</p> <p>To stimulate greater participation of state members.</p> <p>To provide recognition by IOSEA of those Members making a significant and exemplary effort to conserve turtles. This should act as a stimulus for Members and provide some participants to extract more support from their governments.</p> <p>To provide regular overall reviews by IOSEA of success. Not unlike the Leatherback Review there should be a base document for each species and this should be a focus of each Meeting in such a way that the base position of each species can be measured for change. This would in turn provide the Members and the Secretariat with incentives to assist other Members. I know that we have come a bit short with the loggerhead and green reviews but an incomplete data base is an improvement on none at all. We must proceed with this exercise.</p> <p>Establish an Endowment-type Fund from which modest funds can be drawn to provide support where it can be seen to do real good. Again this is a sort of incentive programme....nothing stimulates endeavour more than getting help from somewhere where we need it. Perhaps establishing an IOSEA schedule of willing donors who will consider projects endorsed and recommended through IOSEA gatherings.</p>
<p>Douglas Hykle</p>	<p>Work more closely with all Signatory States to improve national reporting, with a view to having available the most complete and accurate information needed for decision-making</p> <p>Explore other more substantial sources of funding through international donor agencies</p> <p>Complete the establishment of the "site network" as a vehicle for attracting more attention (and resources) for turtle conservation</p> <p>Enhance secretariat capacity with additional full-time staff</p>
<p>Ronel Nel</p>	<p>Site Network Management/Coordination – greater reliance on Advisory Committee (AC)? Greater support for secretariat and AC.</p> <p>Penalties for non-compliance? (Just an idea – shame tactics in international press) Or some way to move to a binding agreement / alternatives to.</p> <p>I would like to see that the turtle agreements (or at least the Atlantic and IOSEA) be managed from one office and I think the potential is there with the site network be used as back-bone. The "RAMSAR" for turtles! There are also clearly other countries that will be signatories to both agreements in time (e.g. France, UK, US) that may, along with South Africa, push in the same direction. This may not be an issue in 5 years but it could be in 20.</p>
<p>Donna Kwan and Franco Alvarez</p>	<p>Revision of Conservation &amp; Management Plan - needs to be updated? E.g. no mention of climate change.</p> <p>Process to prioritise conservation and management actions, coordinated at all scales (local, national, regional)</p> <p>Recognition of IOSEA and its role within/beyond the region?</p> <ul style="list-style-type: none"> <li>- How to raise the profile of the MOU?</li> <li>- Involvement of the private non-government sector? (CTI?)</li> </ul>

	<p>Wherever possible provide incentive measures that encourage the application of the wise use provisions of the MOU?</p> <p>- How?</p> <p>Ensure that the dissemination of information by the Secretariat is guided by the needs of scientists, fishermen and government decision-makers and not by administrative imperatives?</p> <p>Development of critical elements of a strategic plan.</p> <p>Highlight key issues of a template strategic plan.</p> <p>General Comment</p> <p>We suggest that objectives of the strategic plan should be guided by both administration and implementation of conservation goals. These may need to be done in a staged approach but our view is that the administration must follow the key objective of turtle conservation.</p>
Jeff Miller	<p>Several issues/discussion points that are very important based on my experience in the Arabian / Persian Gulf and the Red Sea.</p> <ol style="list-style-type: none"> <li>1. Cooperation and coordination among nations bordering both the Arabian / Persian Gulf and the Red Sea. Talks at the government level as well as at agency and NGO levels need to focus and link conservation efforts (and secure funding from budgets). Some of this is happening but more needs to be done.</li> <li>2. At the beach level, training of people collecting data is essential to ensure data are useful at local and regional levels. This includes repeat visits to ensure training is being implemented. Training of managers is also important, particularly when monitoring programs are involved.</li> <li>3. Input concerning the impacts on marine ecosystems by coastal development is very important. Most countries bordering the Arabian / Persian Gulf and the Red Sea are (to varying degrees) developing their coastlines. Currently there are oil/gas extraction facilities, ports, off-shore estates, and bridges being developed in the near-shore areas of at least three countries; all of which have multiple impacts. The result is the loss of habitat but this may not be immediately obvious. Pre-planning, site selection, and safe guards during development are very important parts of these projects, as is monitoring following completion of existing projects. By gaining input into the process advisors/reviewers can (hopefully) reduce impacts.</li> <li>4. Habitat mapping (via satellite image and truthing) is an important input into coastal planning and conservation processes. Identifying potential foraging areas off-shore is as important as identifying nesting sites.</li> </ol>

<b>Challenges:</b>	
Stephane Ciccione	It is necessary to define well the role of Focal Points (insisting to member States that these focal points be resource persons for marine turtles and in the geographic zone covered by IOSEA) as well as that of members of the MTTF (Western Indian Ocean - Marine Turtle Task Force]
Alexis Gutierrez	<p>Organisational challenges</p> <ol style="list-style-type: none"> <li>1. Small Secretariat staff</li> <li>2. Limited funding</li> <li>3. Need more regular engagement of the signatory states and non-signatory states</li> </ol> <p>Challenges to Address Sea Turtle Decline:</p> <ol style="list-style-type: none"> <li>1 Threats to sea turtles continue to grow</li> <li>2. Limited ability of governments to address those threats in a timely manner</li> </ol>
Mark Hamann	<p>Improving the relationships with NGOs – who in many states are the main movers and shakers in turtle research and management</p> <p>Seek to improve the relationship, &amp; flow of information from, representatives of Signatory States to other interested groups in country and regional NGOs</p> <p>Improving the accuracy of data in the national reports</p> <p>Maintaining the flow of funding into the future</p>
George Hughes	Personally I think that IOSEA has been a tremendous success but we are still depending on a number (rather limited I am sorry to say) of really fully committed individuals to keep the ball rolling. Somehow we have to get representatives of Member States that are directly committed and involved rather than bureaucrats who are sent because they are funded. Can we not seek out and invite by name those citizens who have a stake in successful turtle conservation work?
Douglas Hykle	<p>Creating a broader awareness among stakeholders – at all levels – that IOSEA has been created as a unique framework (in the context of the Indian Ocean/ SEA region) within which their varied activities have a common point of reference;</p> <p>More collaborative work and information exchange needed among participating countries and other partners;</p> <p>Better integration of substantive contributions from NGO/IGO partners;</p> <p>Need for all governments to establish committees/networks that are broadly representative of the agencies and other stakeholders involved directly or indirectly in domestic turtle conservation;</p> <p>Engagement of non-Signatory States with vessels exploiting marine resources in the IOSEA region to become full, contributing members;</p> <p>Need for practitioners to give more attention to assessing the efficacy of research and conservation actions (ie to constantly review and question the usefulness/purpose of what they are doing);</p>

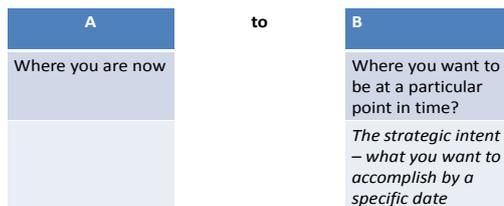
	<p>Encouraging Signatory States and others to systematically “mine” the information contained in the Online Reporting Facility to identify gaps and help set priorities;</p> <p>Need for Signatory States to better articulate domestic resource needs, as a prerequisite to mobilising sufficient funding for domestic implementation;</p> <p>Stable, long-term financing for overall operations</p>
Ronel Nel	<p>Quality of data going into national reports (should become more rigorous, but dependent on the data collected per country).</p>
Jack Frazier	<p><u>Not in any particular order, but more or less from “simplest” to most complex</u></p> <p>Reduce and control overexploitation of turtles in certain countries</p> <p>Reduce and control overexploitation of turtle eggs in certain countries</p> <p>Reduce and control coastal development (=habitat perturbation) in many areas</p> <p>Reduce and control coastal and marine pollution</p> <p>Reduce and control fisheries activities that result in turtle bycatch and mortality</p> <p>Develop and implement standardized protocols throughout the region</p> <p>Quality control of information in national reports</p> <p>Insure that meetings and reports actually get translated into follow-through, implementation and appropriation of accords by government officials</p> <p>Promote greater appropriation of responsibilities and follow-through by government officials (this point merits repletion)</p> <p>Promote greater stability in government representatives (delegates) in certain delegations</p> <p>Promote non-signatory states of the region to become signatories</p> <p>Integration of distant water fishing nations</p> <p>Integration of tourism, fisheries, and other commercial sectors that have profound impacts on marine turtle habitats</p> <p>Integration of marginalized inhabitants of coastal communities throughout the region</p> <p>Greater integration of non-governmental specialists and organisations (e.g., universities, ENGOs, etc.) and acceptance of their value, competence, and unique contributions by government officials</p> <p>More, and more effective, formal alliances with other organisations in the region (e.g., fisheries bodies, tourism organisations, development agencies, etc.)</p> <p>Strengthening sub-regional mechanisms for enhanced communication, cooperation, and assuming more responsibility in implementation and follow-through</p> <p>Fiscal stability</p> <p>Capacity building in most states of the region</p> <p>Build effective national committees with active representation by diverse government offices, research and training institutions, ENGOs, citizens’ groups, etc.), regular meetings/communications, and collaboration</p>

	Institution building (and governance issues) in most states of the region, including “poverty alleviation” and human rights
Bundit Chokesan guan	IOSEA may have to adjust its activities related to sea turtles or indirectly to sea turtles or work with other organisations, such as fisheries organisations, in addition to the member States of the IOSEA. [Copies of recent SEAFDEC Training Department Strategic Planning outcomes provided]
Donna Kwan and Franco Alvarez	<p>Need to identify the challenges ahead?</p> <ul style="list-style-type: none"> <li>- Scope of the MoU/interactions with other turtle initiatives (Pacific-wide? Regional? Parallel efforts - wasteful? duplication?)</li> <li>- Are we selling our message in the most effective way?</li> </ul> <p>Continuing self-assessment:</p> <ul style="list-style-type: none"> <li>- What are the MoU’s goals? <ul style="list-style-type: none"> <li>o Are they measurable?</li> <li>o Are they being achieved?</li> </ul> <p>If not, why not and how can the situation be resolved? How often to self-assess?</p> <ul style="list-style-type: none"> <li>o Against what standards?</li> <li>o Independently?</li> </ul> </li> </ul> <p>Is IOSEA engaging all relevant stakeholders appropriately?</p> <ul style="list-style-type: none"> <li>- Do they feel IOSEA listens to their message and act upon it? <ul style="list-style-type: none"> <li>o How does IOSEA interact with other initiatives - RFMOs, CTI, SPREP Turtle Action Plans etc</li> </ul> </li> </ul> <p>Effective communication during Signatory State meetings and inter-sessionally (at all levels).</p>

## PRESENTATION ON STRATEGIC PLANNING

### Strategic Planning

- *Strategic Planning* is articulation of a process of getting from



2

### Why have a strategic plan?

- Clear definition of the purpose of the organization
- Clarifies goals and objectives for members
- Maximises effectiveness of available resources
- Provides a basis for organizational evaluation

***Ultimately, strategic planning should improve organizational performance***

3

### Components of a Strategic Plan

#### 1. Mission

- Why the organization exists and for whom/or what

#### ► Objective of MOU = Mission?

“To protect, conserve, replenish and recover marine turtles and their habitats, based on the best scientific evidence, taking into account the environment, socio-economic and cultural characteristics of the signatory States”

4

## Components of a Strategic Plan

### 2. Strategic Intent

- Where do you want to be at a specific point in the future
  - Requires analysis of where you are now in relation to your mission

### 3. Primary goals

- What are the desired results of the organizations activity
- Goals should be SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-Bound )
- Analyse the factors that facilitate and impede the achievement of goals

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### 4. Action Plan

- Identify strategies to maximise the forces that facilitate and impede achievement of goals
- Identify the steps required to accomplish goal
  - The action required/targets
  - Who is responsible
  - Timeframe

### 5. Programme Evaluation

- Midway through planning (are we on track to achieve goals?)
- End of planning period (did we achieve the goals?)
  - Input to next strategic planning exercise

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## Linkages between Mission and Strategic Plan

- Mission (MOU Objective – Long term)

Conservation and Management Plan (6 Objectives)

Strategic Plan (Medium term)

strategic Intent

series of goals

actions/targets/timeframes/review

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## Objectives of the meeting

- Quick assessment of how far IOSEA has come
- Define vision of where IOSEA should be in 5-10-15 years time (time scale to be agreed)
- Identify most important goals and steps to achieve those goals

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## Orientation

- Need to focus on what IOSEA can do in its own right (its unique role), AND what IOSEA can do to support/ facilitate efforts that necessarily must occur at other levels (particularly national).
- “We are talking about a review of strategy for an organisation so the skills [of the facilitator] must lie in getting the participants to think about the organisation and not necessarily about turtles.” - GH

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### *The Strategic Environment*

- ▶ the opportunities and constraints of the *strategic environment* in which the organization (the IOSEA) operates. For example it might include:
  - The Convention on Migratory Species
  - The MOU itself
  - The Conservation and Management Plan
  - Technology available to achieve objectives
  - Resources available to achieve the objective
  - Economic, social, political and cultural diversity across States
  - What other factors does the IOSEA need to take account of?
- ▶ *The strategic environment will probably not be static*
  - Are there known/likely changes to the strategic environment over the next 5-10 years?

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## PERCEIVED IOSEA-LEVEL ACHIEVEMENTS <sup>1</sup>

### Communication

1. The IOSEA has facilitated wide access to, and sharing of information on, marine turtle conservation around the Indian Ocean and South-East Asia region.
2. The IOSEA has produced effective communication outputs, such as:
  - the web site, e-newsletter, mapping system, database, online reporting facility, all of which have made valuable contributions to region-wide turtle conservation efforts
3. National and international awareness-raising activities (e.g. the 2006 Year of the Turtle) have been effective.

### Cooperation and Collaboration

1. The IOSEA has achieved near universal membership of States in the region with significant coastlines.
2. The IOSEA has been a catalyst for some IOSEA Signatory States to join the parent Convention on Migratory Species (CMS).
3. The adoption of certain sub-regional approaches has been positive (e.g. Western Indian Ocean – Marine Turtle Task Force).
4. There has been positive collaboration with other regional bodies (e.g. SEAFDEC, IOTC, Nairobi Convention).
5. There has been increased engagement by other stakeholders (e.g. international and national NGOs).
6. The IOSEA has been a stimulus for new/enhanced bilateral and multilateral initiatives driven domestically.

### Implementation of the Conservation and Management Plan (CMP)

1. A comprehensive CMP has been developed, as required under the IOSEA MoU.
2. Implementation of the CMP is regularly, systematically, and transparently reviewed.
3. A state-of-the-art reporting and monitoring facility has been created, with improving level of input from Signatory States.
4. There has been good progress towards identification of site-specific threats to marine turtles.
5. The Leatherback species assessment and the tsunami review were significant achievements.
6. Signatory States have identified their highest perceived conservation/management priorities.
7. Through the national reports, the IOSEA has now compiled a good overview of region-wide legislative regimes.
8. The IOSEA has been a stimulus for new and revised legislation that affects turtle conservation in member States.

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<sup>1</sup> Meeting participants identified the following achievements of IOSEA, noting that these achievements might not translate directly into improvements in turtle conservation or recovery.

## **Institutional accomplishments**

1. The IOSEA has established a Secretariat which:
  - is competent and proactive;
  - provides effective meeting preparation, organisation and follow-through; and
  - engages proactively with fisheries bodies that impact on sea turtle conservation.
2. The IOSEA has established an Advisory Committee that provides substantial input/advice to meetings and conducts specialised inter-sessional activities (e.g. species assessments).
3. There is a consistently high percentage (>90-95%) of participation by Signatory States in IOSEA implementation review meetings.
4. There has been documented progress towards establishing national committees/networks.
5. The IOSEA is the only region-wide body with marine turtle conservation as a sole objective.
6. The IOSEA is a model for other turtle agreements and other multilateral environment agreements (e.g. the CMS Dugong Agreement)
7. The non-legally binding nature of the instrument provides flexibility for States to implement measures as their capacity allows.

## IOSEA-LEVEL CHALLENGES AND SELECTED ACTIONS TO ADDRESS THEM

## A. COMMUNICATION-RELATED CHALLENGES

1. To raise the profile and awareness of IOSEA (e.g. among governments, other stakeholders) so that it is widely recognised as a unique, region-wide framework for collaboration

Selected Actions	Responsibility
1.1 Develop an IOSEA-level communication plan, and work with Focal Points to develop targeted IOSEA communication plans at the national level	Secretariat and Focal Points (supported by specialised project consultancy)
1.2 Periodically recognise and acknowledge noteworthy contributions to IOSEA implementation (by Signatory States, organisations, corporate sector, individuals etc.)	Meeting of Signatory States / Secretariat
1.3 Disseminate IOSEA outputs (e.g. e-newsletter, publications) to a wider audience, with Focal Point assistance to identify appropriate target audiences within countries (e.g. scientists, fishermen, decision-makers within government; news media / environmental reporters who might arrange for translation into local languages)	Secretariat and Focal Points NB: Focal Points should be proactive in forwarding material received from the Secretariat to their national constituencies
1.4 Organise a high-level/high profile event for the purpose, <i>inter alia</i> , of raising Ministerial awareness of turtle conservation and IOSEA's role. Such an event might be linked, for example, to the establishment of a national committee	Each Signatory State, in keeping with some general guidelines

<p>1.5 On advice from Focal Points and/or Advisory Committee, consider designating selected Ministers as IOSEA patrons</p>	<p>Focal Points, Advisory Committee, Secretariat</p>
<p>1.6 Investigate opportunities for incorporating IOSEA information material into existing hard copy publications of other organisations to maximize the reach of IOSEA communications, particularly to stakeholders without access to the internet</p>	<p>Secretariat</p>
<p>1.7 Guided by Focal Points, direct IOSEA information to national NGOs and indigenous communities to take advantage of their extensive networks for information dissemination</p>	<p>Secretariat, Focal Points</p>

## B. INSTITUTIONAL CHALLENGES

### 2. To improve the effectiveness of National Authorities (Focal Points)

Selected Actions	Responsibility
2.1 Define the role / expectations of Focal Points through agreed terms of reference which would, <i>inter alia</i> , encourage continuity of representation on delegations to IOSEA meetings	Meeting of Signatory States / Secretariat
2.2 Offer Signatory States the opportunity to designate both administrative and technical Focal Points	Meeting of Signatory States / Secretariat
2.3 Define the role / expectations of sub-regional Focal Points (SFPs), which may include a mentoring/support role within respective sub-regions	Meeting of Signatory States / Secretariat
2.4 Allocate individual responsibility within the Advisory Committee to support Focal Points in countries within particular sub-regional groups	Advisory Committee / Secretariat
2.5 Encourage governments to establish inclusive national committees/networks by compiling examples of current practice	Secretariat / Signatory States
2.6 Institutionalise a process for acknowledging progress in the preparation of national reports at each meeting of the Signatory States	Secretariat

**3. To improve the effectiveness of the Advisory Committee and enhance its capacity to provide timely, data-rich responses to critical questions and needs of Signatory States**

<p>3.1 Secure adequate resources for the Advisory Committee to function effectively (e.g. through enhanced communication, increased frequency of meetings, strengthened capacity to respond to requests from Signatory States etc.)</p>	<p>Meeting of Signatory States</p>
<p>3.2 Periodically assess the appropriateness of the size and composition (skill sets) of the Advisory Committee</p>	<p>Meeting of Signatory States, with Advisory Committee input</p>
<p>3.3 Encourage greater use of Advisory Committee resources by Signatory States</p>	<p>Meeting of Signatory States / Secretariat</p>

**4. To improve the effectiveness of Signatory State inputs to, and communication at, IOSEA meetings; and enhance inter-sessional engagement of Signatory States**

<p>4.1 Focal Points and Advisory Committee should provide advice on core issues to be addressed at Signatory States meetings. (This could be facilitated by earlier circulation of the implementation synthesis.)</p>	<p>Focal Points (including SFPs) Advisory Committee Secretariat</p>
<p>4.2 Organise sub-regional working groups more effectively during Signatory State meetings, by engaging Regional Focal Points more actively in pre-meeting organisation (ideally SFPs should be individuals who are likely to be in the post for a longer period of time, to provide continuity, and be knowledgeable/experienced in key IOSEA matters).</p>	<p>Sub-regional Focal Points Secretariat</p>

<p>4.3 Use the vehicle of IOSEA resolutions more proactively, but judiciously, to call attention to general and country-specific issues of concern</p>	<p>Meeting of Signatory States</p>
<p>4.4 Create/identify incentives for Focal Points to participate more actively and effectively in IOSEA business intersessionally (e.g. solicit from Focal Points a broad country plan for each reporting period)</p>	<p>Meeting of Signatory States Secretariat, SFPs</p>
<p>4.5 Explore options to formalise inter-sessional decision-making (e.g. a form of a permanent standing committee) and/or develop a clear procedure agreed upon by all SS</p>	<p>Meeting of Signatory States / Secretariat</p>

## C. CHALLENGES RELATING TO COOPERATION AND COLLABORATION

### 5. To secure the MoU's signature by the remaining States of the IOSEA region, and engage all States responsible for activities affecting marine turtles and their habitats in the region

Selected Actions	Responsibility
5.1 Approach the following priority countries with a view to securing IOSEA membership: - China, Egypt, Japan, Malaysia, Papua New Guinea, Republic of Korea, Timor-Leste	Secretariat and Signatory States (to commit to making bilateral approaches)
5.2 In relation to those countries with fleets fishing in the IOSEA region (e.g. China / Taiwan, Japan, Republic of Korea, Spain etc): seek advice / support from, and provide input to, the Indian Ocean Tuna Commission, the Western and Central Pacific Fisheries Commission, and the FAO Committee on Fisheries (COFI), as well as other RFMOs relevant to the IOSEA	Signatory States to make bilateral approaches; Secretariat
5.3 Conduct assessments, or utilise existing assessments, of the distribution of Indian Ocean fishing effort and turtle distribution to provide an evidence-based argument for the need for action	Specialised project consultancy
5.4 Explore the potential use of certification schemes to provide market-based incentives for regional turtle conservation (e.g. Marine Stewardship Council or other eco-labelling schemes for fish products caught without affecting marine turtles;	Specialised project consultancy
5.5 Explore the potential use of possible certification schemes through multinational companies and organisations involved in coastal tourism and development that may be impacting turtle habitat)	Specialised project consultancy

**6. To strengthen sub-regional cooperation and coordination among Signatory States, as well as across sub-regions**

6.1 Encourage more sub-regional interactions (e.g. by organising intersessional sub-regional meetings, training, task forces, etc.)	Signatory States,. SFPs
6.2 Complete development and implementation of an effective network / list of sites of importance for marine turtles	Signatory States, Advisory Committee, Secretariat

**7. To promote enhanced reciprocal engagement, including information exchange, with nongovernmental stakeholders (e.g. NGOs, universities, other initiatives, etc)**

7.1 Encourage integration, in National Reports, of positive substantive contributions from NGO/IGO partners	Signatory States
7.2 Enhance appreciation / recognition of NGO/IGO partners (e.g. through acknowledgement in National Reports and by giving recognition to best practices at national level)	Signatory States
7.3 Establish linkages with other relevant initiatives, such as seaturtle.org’s web directory of information and people; International Sea Turtle Symposium; and global and regional newsletters	Secretariat

**8. To strengthen interaction and synergy with other relevant intergovernmental initiatives**

<p>8.1 Specific examples of potential opportunities:</p> <ul style="list-style-type: none"> <li>– Northwest Indian Ocean: Seek areas of collaboration and cooperation with PERSGA and ROPME</li> <li>– Northern Indian Ocean: identify potential mechanisms for sub-regional cooperation in South Asia (e.g. SAARC)</li> <li>– Southeast Asia: consider development of a MoU with SEAFDEC; engage Coral Triangle Initiative</li> <li>– General: Explore possible synergies with RFMOs. CMS Dugong MoU, other turtle agreements, and SPREP (in the Pacific)</li> </ul>	<p>Secretariat supported by Signatory States</p>
<p>8.2 Establish more regular exchange of information between relevant secretariats; explore opportunities for back-to-back meetings; and consider the potential benefit of developing inter-agency MoUs and/or joint committees (for example, with other turtle instruments)</p>	<p>Secretariat</p>

**D. CHALLENGES RELATING TO IMPLEMENTATION OF THE CONSERVATION AND MANAGEMENT PLAN**

**9. To develop an IOSEA-level performance assessment framework (including measurable goals/indicators through which to monitor progress)**

<b>Selected Actions</b>	<b>Responsibility</b>
9.1 Improve species, habitat and threat-related data to enhance regular assessment and reporting of gaps and trends, taking full advantage of the existing IOSEA reporting system/database	Signatory States
9.2 Prepare a periodic 'State of the IOSEA' report, with greater focus on trends in identifiable species management units; in addition to current monitoring of performance against the objectives of the MOU. The Advisory Committee should play a greater role in reviewing / commenting / providing guidance on the regular implementation synthesis	Secretariat / Advisory Committee, possibly with assistance from an independent third party
9.3 Encourage Signatory States to report more effectively on outcomes/impacts (and not only activities conducted)	Secretariat; Meetings of Signatory States
9.4 Seek periodic feedback from Signatory States on general IOSEA effectiveness, role, current priorities etc. for consideration by the Meeting of Signatory States	Secretariat Meeting of Signatory States

**10. To promote greater use of the CMP in prioritisation and planning of national actions (including development of national action plans)**

<p>10.1 Compile/provide examples of National Action Plans for review and possible adaption by Signatory States to other contexts</p>	<p>Secretariat</p>
<p>10.2 On the basis of this compilation, prioritise countries that need National Action Plans and offer additional assistance to Signatory States in their development (e.g. using expertise within the Advisory Committee, Focal Points, external expertise). (NB: Development of national action plans is important even as an exercise in and of itself to stimulate some domestic activities.)</p>	<p>Advisory Committee</p>
<p>10.3 Cross-reference the IOSEA CMP as far as possible in other documents and national plans (ie use it as a starting point / basis for elaboration of NAPs)</p>	<p>Signatory States</p>
<p>10.4 Develop additional, more specific guidance to Signatory States on how to implement the CMP; with flexibility for sub-regional variations</p>	<p>Advisory Committee</p>
<p>10.5 Ensure that the CMP maintains its relevance and addresses emerging issues, by periodically reviewing and updating its provisions, in response to performance assessment outcomes or proposals from Signatory States or others</p>	<p>Inter-sessional Working Group, with involvement of the Advisory Committee</p>

**E. RESOURCE-RELATED CHALLENGES**

**11. To address the limited availability, and lack of certainty, of resources for IOSEA-level operations**

Selected Actions	Responsibility
<p>11.1 Set up a working group of Signatory States to look into the mechanics of creating an endowment fund appropriate to different circumstances in each country. The endowment fund might be created from:</p> <ul style="list-style-type: none"> <li>– Signatory States’ contributions, with one component (perhaps 10-15%) used for immediate operational purposes and one component dedicated to longer-term sustainability of the IOSEA and specialised project funding; and</li> <li>– contributions from other sources, raised through additional fund-raising activities</li> </ul>	<p>Meeting of Signatory States / Working Group</p> <p>Secretariat or an entity engaged by the Secretariat</p>
<p>11.2 Signatory States should consider short term secondment of staff to the IOSEA Secretariat to fill specific needs</p>	<p>Signatory States</p>
<p>11.3 Investigate possible new sources of funding, hitherto untapped, particularly through European Union</p>	<p>Secretariat Signatory States</p>

**12. To mobilise sufficient resources for domestic implementation, and strengthen capacity (skills, institutions, governance, other initiatives) in Signatory States**

<p>12.1 Encourage/assist self-assessment and better articulation of domestic resource needs as a prerequisite to helping mobilise IOSEA-level funding and in-kind support. Identify impediments to provision of this information and, as necessary, seek other ways of eliciting it</p>	<p>Signatory States / Secretariat</p>
<p>12.2 Assist countries to seek available counterpart funding (e.g. by helping with project proposal development, offering guidance on "packaging" of proposals, facilitating links to potential donors etc.)</p>	<p>Adequately resourced Secretariat or an entity engaged by the Secretariat</p>
<p>12.3 Encourage preparation of multi-country proposals for possible small-scale funding support (e.g. through United States' Marine Turtle Conservation Act funding)</p>	<p>Secretariat / Signatory States</p>
<p>12.4 Consider a mechanism for providing, through the IOSEA Endowment Fund, seed funding, training, resources, equipment etc. to Signatory States in need</p>	<p>Meeting of Signatory States / Working Group</p>